

Office of the Vice President
and Dean of Faculties

August 8, 1972

*80% have
terminal degrees*

UNIVERSITY OF
NORTH FLORIDA



MEMORANDUM

TO: President T. G. Carpenter

FROM: R. L. Lassiter, Jr., Vice President and Dean of Faculties

SUBJECT: Report on Faculty for the 1972-73 Academic Year

Attached is a report which outlines the significant characteristics of the initial faculty of the University of North Florida. At the present time, only two positions remain unfilled: the chairmanship of the Department of Mathematical Sciences, and the chairmanship of the Department of Technology. The faculty of the Department of Mathematical Sciences is complete and Dean W. O. Ash is serving as acting chairman. The major role for the Chairman of the Department of Technology will be to develop the curriculum in Technology for implementation in 1973-74. In both cases, the chairman should be designated within the next couple of months.

This report includes all staff members holding appointments on the faculty and thus the number listed will exceed the number of faculty line items, and the salary data will not directly reconcile with the instruction and research budget. However, inclusion of all staff members holding faculty rank does present a more complete overview of the qualifications of those who will be directly involved in the instruction, service and research programs of the institution.

In summary, the report demonstrates that the faculty is young but possesses more than adequate educational attainment, experience, and scholarly achievements to support the initial and future programs. There is substantial diversity among the faculty members in educational and professional experience and in ethnic background. The faculty is enthusiastic and, above all, is

Memorandum
President Carpenter
August 8, 1972
Page Two

committed to teaching. One of the major objectives of the University of North Florida is to provide the best possible undergraduate education. In my judgment, the faculty possesses both the capability and the commitment to insure the achievement of this goal, as well as the other objectives which have been established.

RLL/mmi

UNIVERSITY OF NORTH FLORIDA

Characteristics and Qualifications of the Faculty of the University, 1972-73

I

Chronology of the Recruitment Effort

The great majority of the department chairmen had been appointed by the conclusion of the 1971-72 fiscal year, with most of the appointees reporting for duty by September 1, 1971. Following an intensive effort devoted to program planning and determination of the faculty resource requirements necessary to implement the programs, major attention was shifted to the recruitment of faculty members possessing the necessary experience, education, and commitment to the philosophy and objectives of the individual units and the University.

Because of the magnitude of the task of assembling a total faculty and the patterns of the academic markets, it was necessary to undertake the recruitment effort prior to the availability of the Governor's budget recommendations to the Legislature or to legislative action. The initial allocation of faculty positions to the units was made on November 10, 1971. This allotment amounted to 48 line items, of which 14 had already been approved in the 1971-72 operating budget. The total salary dollars associated with these positions amounted to \$685,398, and the average 9-month salary amounted to that approximating the all-rank average of the smaller institutions in the State University System for 1971-72. As additional indications from the Governor's budget recommendations and further instructions from the Board of Regents' office were received, the salaries of subsequently released faculty positions were adjusted so as to bring the overall average in line with that which the University was likely to be assigned.

By early January of 1972, most of the initial positions had been filled and 18 additional positions were released. The final allocation of 18 positions was made on April 5, 1972,

following a commitment from the Chancellor regarding the minimum number of positions which the University would receive and the minimum average all-rank salary which would be assigned. The effect of the final 1972-73 allocation by the Board of Regents was to wipe out all projected positions which had been held in reserve in the Office of the Vice President and Dean of Faculties. The obvious difficulties of trying to recruit a faculty of uncertain size and at an undetermined average salary were overcome by careful planning, reading of signs emanating from the State Capitol, and luck. The final all-rank average salary was remarkably close to that which was allocated by the Board of Regents. It should be noted that all offers were extended "subject to the authorization of the position by the Legislature and the approval of the salary in the 1972-73 operating budget."

II Characteristics and Qualifications of the Faculty

Educational Attainment -- Seventy-five percent of the faculty have received the earned doctorate and 80 percent have either the doctorate or a terminal degree appropriate to their fields (See Table I, Statistical Appendix). In addition, ten faculty members are doctoral candidates at various institutions and the majority should have completed the degree requirements by the start of classes on October 2, 1972. The doctorates and terminal degrees were earned at 54 different institutions located in 32 states. Many of these degrees were earned at prestigious institutions such as the University of Chicago, Massachusetts Institute of Technology, California Institute of Technology, The University of California (Berkeley), the University of Michigan, the University of Wisconsin, and Duke University, to name just a few. Both the percent of faculty holding the doctorate and terminal degrees and the significant distribution of the institutions from which these degrees were received are highly indicative of the substantial and diverse educational preparation of the faculty.

Professional Experience -- Only 12 percent of the faculty will begin their professional careers at the University (See Table II). In the aggregate, the faculty has accumulated 924 years of professional experience in education. Of course, the quality and diversity of professional experience is as significant as the number of years total experience. The recruiting effort for faculty members was nationwide in scope, and this effort resulted in the appointment of faculty from 88 institutions and agencies in 37 states. The objective of the recruiting effort was to obtain a faculty with diverse, high quality, and directly appropriate experience. In particular, attention was given to such factors in seeking faculty to participate in the initial graduate programs.

In a specific instance the education and experience of a portion of the faculty was supplemented by an in-service training program. Those faculty members selected to participate in the Academic and Career Advising Program were brought to Jacksonville on July 1, 1972, for an intensive training program in counseling techniques, inter-personal relationships, the detail of the University curricula and academic regulations, University and individual unit philosophy and objectives, career information, and career advising. This group of faculty members began their service on August 1, 1972, with the commencement of the Academic and Career Advising Program.

Professional Publications -- Related to the educational attainment and professional experience of the faculty, and indicative of the quality of such background, are the publications and writings, art exhibitions, musical performances, and other scholarly activities of the faculty members to date. Sixty-five percent of the faculty have produced at least one professional publication (See Table III). The number of publications produced by individual faculty members ranges up to a high of 27 and 28. Of the total 390 publications of the faculty, 49 are books and monographs. One faculty member is the managing editor of a national journal.

The productivity and accomplishment in certain disciplines is more appropriately demonstrated by measures other than publications. The fine arts faculty has exhibited and performed on a nationwide level. Members of the music staff have appeared as soloists with such orchestras as the Boston Symphony, the New York Philharmonic, the San Francisco Symphony, the Boston Pops, the Baltimore and the Detroit Symphonies. They have performed numerous world premieres, at such places as the John F. Kennedy Arts Center in Washington, D.C., and Carnegie Hall. A number of professional recordings have been made, including one for the RCA Victor label with Leopold Stokowski conducting.

The visual arts faculty have exhibited works throughout this country and in Mexico. They are represented in important collections in North and South America and in England. One artist has twice received citations from the Mexican government for "significant contributions in art and education" and is the producer of an educational art film.

Professorial Rank -- One of the guiding principles employed in seeking and appointing the faculty was that there was a genuine role for the instructor level personnel in undergraduate education. In recent years this rank has generally been used at most state universities to provide practice (and low cost) teaching for doctoral candidates. However, it is believed by all who were responsible for recruitment of faculty that bright young men and women possessing the master's degree and demonstrating considerable promise could significantly contribute to quality undergraduate education. Although there will be interruptions in service to the University as these faculty members pursue further education, the disadvantages arising from these interruptions were considered to be substantially outweighed by the fresh ideas and enthusiasm which they would bring to the faculty.

The overall faculty consists of 9.4 percent Instructors, 46.2 percent Assistant Professors, 24.8 percent Associate Professors, and 19.6 percent Professors (See Table IV). Rigid standards

of educational attainment, professional experience, and scholarly achievement were applied in establishing the rank to which persons were appointed with the result that those holding the higher ranks are equally qualified with those holding the same ranks at older, established institutions which are many times the size of the University.

The relatively high percentage of persons holding appointments as Associate Professor and Professor is attributed to the fact that faculty members with high qualifications and substantial experience were sought and appointed to support the graduate programs of the University, and the requirements for instruction at the upper level.

Average Salary -- In the initial planning the 9-month average salaries established for the various ranks were: Instructor - \$10,000; Assistant Professor - \$13,000; Associate Professor - \$15,500; and Professor - \$18,000. These salary averages were considered necessary to attract a quality faculty for the initial programs of the institution. It was planned to vary the "mix" among the various ranks so as to bring the all-rank average in line with that finally allocated by the Board of Regents. While the average salaries among the Colleges vary with the discipline and rank mixes, and with the market conditions for the disciplines, the University-wide average salaries finally realized are substantially in line with the averages used in planning (See Table V).

In general, the University gained by the current depressed state of the academic market-place. However, certain disciplines are apparently not faced with an oversupply of persons with the doctorate. This is particularly true in some of the business administration fields such as Accounting where salaries continue to rise.

Race and Sex -- From the inception of the planning phase the University has been committed to the principle of equal opportunity. The Affirmative Action Program of the institution has been vigorous, imaginative, and generally effective. Black persons comprise 11 percent of the initial

faculty (the overall percentage of black persons on the faculty and staff is much higher). While lesser emphasis was accorded the recruitment of women for the faculty, the overall results were the same, i.e., 11 percent of the faculty is comprised of women (See Table VII). It should be noted that the salaries paid women faculty members are comparable to those paid men with equivalent education and experience.

The Affirmative Action Program will continue as the institution seeks to provide equal opportunity in the best sense of the term.

Age -- Given the educational attainment and experience requirements of the initial programs, the faculty is described as being "young." The median age is approximately 33 years and the mean age is approximately 36 (See Table VII). Sixty-three percent of the faculty are below the age of 45. Overall, the age distribution appears to be ideal for a developing institution with room to "grow" for the younger faculty members and no imminent large number of retirements which might cripple the programs. Additionally, the energy and ambition generally associated with youth should provide a vigorous, healthy attitude.

TABLE I

Educational Status of the Faculty
of the University of North Florida

	College of Arts and Sciences		College of Business Administration		College of Education		Total University	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Number of Faculty:								
total	49	100.0	32	100.0	36	100.0	117	100.0
with Doctorate	33	67.3	24	75.0	31	86.1	88	75.2
with Doctorate or terminal degree ¹	37	75.5	26	81.3	31	86.1	94	80.3
Doctoral candidates	6	12.2	4	12.5	0	0.0	10	8.5
Number of different institutions from which doctorate or terminal degree was received	33	---	25	---	24	---	54	---

¹ J.D., M.F.A., M.M. as appropriate to the field.

TABLE II

Professional Experience of the Faculty of
the University of North Florida

<u>Professional Experience</u>	<u>College of Arts and Sciences</u>	<u>College of Business Administration</u>	<u>College of Education</u>	<u>Total University</u>
Under 1 year	9	5	0	14
1 - 4	14	9	7	30
5 - 9	17	9	12	38
10-14	5	2	7	14
15-19	2	4	6	12
20-24	1	1	3	5
25-29	1	2	0	3
30-34	0	0	1	1
35 & Over	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	49	32	36	117

TABLE III

Professional Publications by the Faculty
of the University of North Florida

Number of Prof. Publications	College of Arts & Sciences	College of Business Administration	College of Education	Total University
	Number of Faculty with:	Number of Faculty with:	Number of Faculty with:	Number of Faculty with:
0	16	13	12	41
1 - 4	21	11	15	47
5 - 9	7	4	8	19
10 - 14	3	0	0	3
15 - 19	2	2	1	5
20 - 24	0	0	0	0
25 - 29	0	2	0	2
30 & Over	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	49	32	36	117

TABLE IV

Distribution of the Faculty of the
University of North Florida by Rank

<u>Rank</u>	<u>College of Arts and Sciences</u>	<u>College of Business Administration</u>	<u>College of Education</u>	<u>Total University</u>
Instructor	4	3	4	11
Assistant Professor	24	15	15	54
Associate Professor	11	5	13	29
Professor	<u>10</u>	<u>9</u>	<u>4</u>	<u>23</u>
TOTAL	49	32	36	117

TABLE V

Average 9-Month Faculty Salaries at
the University of North Florida by
Rank and by College, 1972-73*+

Faculty Rank	College of Arts and Sciences		College of Business Administration		College of Education		Total University	
	No.	Avg. Salary	No.	Avg. Salary	No.	Avg. Salary	No.	Avg. Salary
Instructor	4	\$ 10,143	3	\$ 10,900	4	\$ 10,636	11	\$ 10,529
Assistant Professor	24	12,764	15	13,965	15	13,333	54	13,256
Associate Professor	11	15,178	5	15,991	12	16,167	28	15,940
Professor	9	17,655	6	19,785	3	18,082	18	18,436
All Ranks	48	\$ 14,016	29	\$ 15,202	34	\$ 14,594	111	\$ 14,503

* Excludes all persons holding the titles of President, Vice President, and Dean.

+ All 12-month salaries have been converted to the 9-month equivalent by multiplying by the factor 0.8182.

TABLE VI

Distribution of the Faculty of the University
of North Florida by Race and by Sex

<u>Race and Sex</u>	<u>College of Arts and Sciences</u>	<u>College of Business Administration</u>	<u>College of Education</u>	<u>Total University</u>
White - Male	41	30	23	94
- Female	<u>5</u>	<u>0</u>	<u>5</u>	<u>10</u>
- Total	46	30	28	104
Black - Male	3	1	6	10
- Female	<u>0</u>	<u>1</u>	<u>2</u>	<u>3</u>
- Total	3 <u> </u>	2 <u> </u>	8 <u> </u>	13 <u> </u>
TOTAL	49	32	36	117

TABLE VII

Distribution of Faculty of the
University of North Florida by Age

<u>Age</u>	<u>College of Arts and Sciences</u>	<u>College of Business Administration</u>	<u>College of Education</u>	<u>Total University</u>
20-24	0	1	0	1
25-29	16	3	5	24
30-34	17	7	9	33
35-39	5	8	10	23
40-44	7	5	4	16
45-49	2	4	5	11
50-54	1	3	2	6
55-59	1	1	0	2
60-64	0	0	1	1
65 & Over	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	49	32	36	117